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## OFFICE OF THE DIRECTOR

Action Memorandum No. 382Date 25 June 1964

TO : Deputy Director/Intelligence  
Deputy Director/Plans  
Deputy Director/Science and Technology  
Deputy Director/Support

SUBJECT : Midcareer Rotational Program

REFERENCE:

1. In discharging its responsibility to provide the best possible training for Agency personnel, the Office of Training must have access to the services of highly qualified officers who are experienced and are current substantively. In most instances, these officers are assigned outside the Office of Training and it follows, therefore, that the Office of Training should be in a position to levy on the Directorates a requirement for instructors on rotational tours of duty.

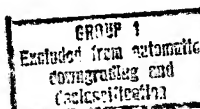
2. Because OTR provides training for the entire Agency, and in view of the fact that past experience suggests that a broader and more orderly approach would be useful, the concept of rotational programs between CTR and other Agency components should be expanded to include the four Directorates. Experienced officers outside of OTR can make a strong contribution to the training effort and will, on completion of their assignments to OTR, bring back additional skills and experience to their parent components. Similarly, qualified OTR officers should be rotated to the Directorates to fill vacancies created by the assignment of Directorate officers to OTR. It is essential that OTR instructor personnel broaden and renew their experience in the substance and skills which they are responsible for transmitting in the training process.

3. I am convinced that an effective approach to the objective of accomplishing more systematic rotation between the four Directorates

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and OTR is provided by the Midcareer Program. Designed for Agency officers selected qualitatively and groomed for advancement, the Midcareer Program affords a particularly appropriate means to achieve rotation of Agency officers to and from OTR with consequent advantage to the training program, to the Career Services, and to the individual officers.

4. I can think of no better time to implement this policy than right now, when the Career Services are planning five-year programs for their midcareerists. By way of getting this program started, I am assigning herewith annual quotas of qualified midcareer officers to be rotated to the Office of Training as follows:

DD/P -- 5

DD/I -- 3

DD/S -- 2

DD/S&T -- one officer every two years

Lyman B. Kirkpatrick  
Executive Director

Originating Office: OTR

Retyped for signature O/ExecDir:mp (26 June 64)

Distribution:

Orig. - DD/I

cc - Remaining addressees

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DDCI

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MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Proposed Draft of Action Memorandum on  
the Mid-career Rotational Program

1. Attached is the draft of an Action Memorandum proposing the regularization of a mid-career rotational program between the Directorates and the Office of Training.

2. For many years, I have been advocating an organized rotational program between OTR and the Clandestine Services. So far as it has gone, it has been successful if we are to take at face value the statements of DDP officers who describe their tours of duty in OTR as a valuable experience in the substance of their professional training and actual competence. Numerous other officers have expressed similar sentiments. Some have mentioned, however, that they wished their tours with OTR could have come at an earlier stage in their service with the Agency so that they could have profited sooner in the application of the experience gained.

3. I have the impression that developments have now occurred within the Agency which, together with the establishment of the Midcareer Program, provide the right combination of circumstances to achieve important advances in the Agency training program and, at the same time, provide reciprocal advantages to the Directorates.

4. It is of central importance that we institutionalize a normal expectancy on the part of any Agency officer of whatever seniority that a tour of duty in the Agency training process may constitute a regular part of his career service with the Agency. The reasons are clear:

a. There is a psychological tendency on the part of other component officers to consider a tour with OTR as an abnormal and unwarranted interruption of their career service specialization.

b. An image has developed with some officers of other Agency components that assignment to Training represents their being sloughed off, disposed of, or judged as less qualified than their component colleagues.

c. There is concern about promotion and future career assignments.

d. Meanwhile, on our side, there is need for rotational assignment to OTR of some younger officers from other components as training instructors. The average age of our current instructor personnel is about the mid-forties. At the same time, we must be in a position systematically to rotate younger OTR officers to other components if they are to be groomed effectively through the experience and career ladder.

5. I can think of no more effective way than that represented by the Midcareer Program to advance on these objectives in view of the fact that the Midcareer Program addresses itself to program planning for Agency officers selected for their quality and potential.

[Redacted Signature Box]

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MATTHEW BAIRD  
Director of Training

Attachment:

As stated above

CONCUR:

Date

H. Gates Lloyd  
Acting Deputy Director for Support

24 April 1964

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT: Clandestine Service's Support to OTR in  
the Mid-Career Grade Category

1. As you know, we are making a real effort in the Clandestine Services to raise the qualitative level of our support to the Office of Training in the area of instructional cadre. Discussions with the Director of Training and with the Deputy Director of Training have identified the need for the provision of a number of mid-career officers who can serve as instructors, particularly in connection with the JOT courses. We are fully in accord with the desirability of this development and we propose to support it.

2. The Acting Deputy Director for Support discussed with me yesterday a request from the Director of Training to the Executive Director-Comptroller for the issuance of an Action Memorandum which would direct us to provide a specific number of such officers each year. I see no useful purpose to be served by the issuance of such an Action Memorandum. Whether it issues or not, it is our intention to work toward providing the Office of Training with as many mid-career and senior officers as instructional cadre as he can reasonably accommodate. We will be able to do this, however, if the tour of duty with the Office of Training is held to a two year period of actual on-the-job duty, not counting the additional time needed in connection with processing on board and processing back to the CS. In each case in which we provide such an officer, it would be the practice to advise that officer of the position to which he will be returned in the CS when he has completed his two year contribution to our training objectives.

3. The quota of five mentioned in the Director of Training memorandum is not unreasonable, and we should be able to stick

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pretty close to it if we can also expect that the tour will be a two year tour and not a three year tour.



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Assistant Deputy Director for Plans

CONCUR:

*See Action Memo 387 + 388*

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Lyman B. Kirkpatrick  
Executive Director - Comptroller

cc: DDCI  
Acting DD/S  
DTR  
DDP/TRO



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[ ] is reacting against Action Memo in purely DD/P context. There is need for centralized policy embracing also DD/S, DD/I, DD/S&T. Mechanism of how centralized policy embracing all directorates not so important as achievement of objective. DD/P is sensitive to action memos regarding them as directed to DD/P solely or primarily--Recall [ ]'s sensitivity ~~xxx~~ in conversation with me.

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Otherwise, substance of [ ] memo represents good step forward and believe we should concur with the substance.

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[ ]  
DDTR

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# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

ADD/P

EXTENSION

NO.

DTIC 1165

DATE

27 APR 1964

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

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Executive Director-Comptroller

16 May

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DTIC

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Mr Kirkpatrick

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